

Building capacities in public procurement in Lebanon

January – July 2026

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INTRODUCTION

Public procurement reform is one of the ambitious structural reforms that was embarked in Lebanon since 2018 to create an enabling environment for an inclusive growth. The new PPL 244/2021 was enacted on July 19, 2021. It entered into force in August 2022.

Effective public procurement, in line with the principles and provisions of the newly enacted Public Procurement Law (PPL) 244/2021 and international standards and guidelines, is a key instrument to face risks of limited transparency and high vulnerability to corruption in such a delicate period, which could lead to inefficiencies in public spending.

International literature points to the fact that lack of capability at the institutional level is the main barrier to effective procurement reform. In Lebanon, resistance to change is compounded by entrenched interests, weak understanding of public procurement principles, standards and relationship with sound fiscal management. It is further heightened by several practical difficulties resulting from the economic and financial crisis the country has been going through since 2020, and from the two consecutive wars (2024 and 2026) and associated damages and losses.

The successful implementation of PPL 244/2021 and the achievement of its objectives require implementing mandatory continuous and specialized training and professional development of public procurement personnel across various sectors and administrative bodies, including ministries, State-Owned Enterprises (SOEs), and municipalities, in line with Article 72 of Law 244/2021. Article 72, paragraph 1 mandates that procurement officers undergo mandatory continuous and specialized training organized by the Ministry of Finance – Institut des Finances Basil Fuleihan (IOF).

In line with its legal mandate, the IOF has been supporting the implementation of PPL 244/2021 since 2021 by enhancing capacities of public officials in public procurement, at both central and local levels, covering both civil and military branches of the public sector. The training offered by the Institute combines between legal skills pertaining to PPL regulations and transversal skills intended for all individuals involved in the procurement cycle and other stakeholders concerned with the procurement process.

The main objectives of the capacity building process led by the Institut des Finances are the following:

1. Improve the capacities of public buyers across public sector in Lebanon to better perform in applying PPL 244/2021 to ensure efficiency, transparency, and accountability in procurement operations.
2. Familiarize decision makers across procuring entities with the principles and provisions of the Law to reduce resistance, ensure coherence at entity levels and facilitate change management.
3. Build the capacities of national expert-trainers and equip them with the international best practices related to public procurement and to learning engineering.

The present note summarizes the implementation of capacity building activities by the Institut des Finances Basil Fuleihan for the period January till July 2026, to accompany the progress of public procurement reform.

CAPACITY GAP AND TRAINING NEEDS ASSESSMENT IN PUBLIC PROCUREMENT

In 2025-26, the IOF undertaken a Capacity Gap and Training Needs Assessment (CGTNA) with the aim to:

- Identify deep shortages in the skills, knowledge, attitudes of procurement professionals across public sector, and systems, or resources at the level of procuring entities and other concerned stakeholders, in the objective of implementing the Public Procurement Law properly and efficiently;
- Determine the training or capacity-building interventions required by the Institut des Finances Basil Fuleihan as the mandated national training provider of continuous and specialized training in public procurement, in line with Law 244/2021 (Art. 72), and help develop a comprehensive and demand-driven training plan for the years 2026 and 2027.

The CGTNA was implemented in the framework of the technical assistance project (RAP) led by Expertise France and funded by the European Union in support to training in public procurement in Lebanon. This exercise complements the "[Status of Implementation of Lebanon's Public Procurement Law 244/2021 and Assessment of skills' gaps and training needs](#)" done by the IOF in 2023-24, in the framework of the Global Procurement Partnership – Multi-donor Trust Fund (GPP-MDTF) "Lebanon-Public Procurement Reform support to Capacity Building".

The CGTNA was based on a quantitative survey to uncover the state of implementation of the Law 244/2021 and the training needs from the perspective of procuring entity employees who are involved in the administrative and financial positions, among which participants have previously received training from the IoF. It also included a set of qualitative in-depth interviews with representatives of major stakeholders (procuring entities, oversight agencies, as well as the IoF and the PPA) to gather insights into obstacles to implementation and urgent needs.

The conclusions of the survey reflect a procurement system that continues to show the signs of a government plagued by a financial crisis, with institutions struggling to continue normal operations and unable to enforce major reforms and public servants receiving subsistence salaries while being expected to perform their jobs fully or be subject to severe legal consequences. The CGTNA report also provides major recommendations that need to be implemented in order to improve the application of the PPL.

To gather stakeholders' feedback on the report findings and recommendations, a consultation meeting took place online in presence of the Public Procurement Authority, in addition to representatives of key procuring entities such as the Lebanese Armed Forces, the Internal Security Forces, the Ministry of Finance, the Ministry of Education and Higher Education, Electricite du Liban, in addition to the IOF procurement and training teams. The meeting was an occasion to discuss the conclusions and recommendations of the CGTNA, and to gather stakeholders' feedback and integrate them into the report.

Read the full report: <https://institutdesfinances.gov.lb/publications/capacity-gap-and-training-needs-assessment-public-procurement-lebanon-2025>

TRAINING PLAN IN PUBLIC PROCUREMENT

In the framework of the assessment of current knowledge and skills gaps in public procurement, an annual training plan in public procurement for 2026 was developed to sustain a high-quality training offer that responds to the various needs of concerned stakeholders.

Read the training plan: <https://www.institutdesfinances.gov.lb/sites/default/files/2026-04/Calendar%20PP%202026-ar-feb26.pdf>



CONTINUOUS LEARNING – FOUNDATIONAL AND SPECIALIZED COURSES DIRECTED AT PUBLIC BUYERS

The following table indicates the training courses implemented by the Institut des Finances for the period January – July 2026 targeting various line ministries, public institutions, state-owned enterprises, utilities, security and military forces, as well as public hospitals and municipalities:

Course	Type	Modality	Participants	Date
Sustainable Public Procurement	Specialized	Face-to-face	26 participants	16-18 February 2026
Procurement Methods	Specialized	Online (Natallam e-learning platform)	73 participants	27 January till 22 February 2026
Public Procurement Law (PPL) 101	Foundational	Face-to-face	30 participants	9,11,15 and 18 June 2026
Procurement Planning	Specialized	Face-to-face	15 participants	11, 13 and 18 June 2026
Procurement Methods	Specialized	Face-to-face	19 participants	8, 10, 15 and 22 June 2026
Role and Functions of tender committees	Specialized	Face-to-face	30 participants	23-24 June 2026
Public Procurement Law (PPL) 101	Foundational	Online (Natallam e-learning platform)	127 participants	1 – 20 July 2026
Framework Agreement	Specialized	Face-to-face	32 participants	27 and 29 July 2026



A NEW EXCHANGE INITIATIVE – THE "KNOWLEDGE LAB ON PUBLIC PROCUREMENT" (KL)

The "Knowledge Lab on Public Procurement" (KL) is a new initiative launched and led by the IOF in collaboration with Expertise France and funded by the European Union. It comprises a series of knowledge exchange sessions designed to foster collaborative development of learning content on specialized topics within public procurement. It aims to:

- address the evolving legislative, procedural, technical, and technological frameworks governing public procurement;
- empower experts and trainers to design engaging and practical content that reflects real-world needs;
- support broader training programs, reaching more public procurement professionals, and contributing to the ongoing reform of procurement policies.

The KL series uses a collaborative and practical learning approach that aims at strengthening both the technical knowledge and teaching skills of participating experts and trainers. The program of each session tackles specific procurement challenges, best practices, or policy updates, and promotes the direct application of knowledge through real-life case studies, simulations, and interactive exercises. This structured and hands-on approach not only strengthens public procurement expertise but also builds a skilled group of trainers capable of delivering high-quality, relevant, and impactful learning across the sector.

Read the brochure:

<https://www.institutdesfinances.gov.lb/sites/default/files/2025-07/Knowledge%20Lab.pdf>

Read the KL reports: <https://bit.ly/4gkcMpp>

The 'Knowledge lab' thematic sessions scheduled for 2026-27 are the following:

Session	Date
Role and Responsibilities of Tender Committees	February 2026
Emergency procurement	July 2026
Estimated value in public procurement	September 2026
Role and responsibilities of Acceptance committees	November 2026
Abnormally Low Tenders	February 2027



UPCOMING LEARNING ACTIVITIES

The 2026 Edition of the ‘International Certification Program in Strategic Public Procurement’

The Institut des Finances Basil Fuleihan launched the preparations and recruitment for the 3rd edition of the “International Certification Program in Strategic Public Procurement”, a joint initiative with the University of Rome Tor Vergata in Italy, with the support of the Government of Italy.

The 2026 edition will take place between September and November 2026. The program serves as a catalyst for the implementation of PPL 244/2021, in line with international standards and good practices.

To date, 72 procurement officials from 50 public administrations and institutions in Lebanon were equipped with essential knowledge and have deepened their expertise in procurement laws, good international practices, and principles of sustainability and integrity as a step toward becoming leaders in their institutions, capable of ensuring accountability and driving change. Complementary to the training program, two study visits to Italy was organized in 2024 and 2025 where participants exchanged with CONSIP, the Italian Antitrust Authority and the Anti-Corruption Authority to learn from real-world experiences and participated to the Global Procurement Conference organized by the University of Rome Tor Vergata.

Continuous specialized training in public procurement

The following table indicates the planned training courses offered by the Institut des Finances for the period August 2026 – February 2027 targeting public buyers and potential new trainers:

Training course	Date
Contract management course + coaching	August - September 2026
Contract Management course – online (#1)	September 2026
Procurement Planning course – online	September 2026
Procurement procedures and practices for municipalities + coaching	September 2026 – February 2027
Training of Trainers program for a new cohort of potential trainers	September 2026
Integrity and risk of corruption in public procurement course	October 2026
Procurement Methods – online	January 2027
Contract Management course – online (#2)	February 2027



Technical assistance projects in public procurement

Three technical assistance and capacity building initiatives in public procurement are being initiated with three public institutions, to be implemented in the upcoming period 2026-27, based on detailed training needs assessment and consultation meetings with senior management and concerned staff:

- Technical assistance project for the Port of Beirut
- Technical assistance project for the Council of Development and Reconstruction
- Technical assistance project for the Banque du Liban.

CHALLENGES IN PROCUREMENT CAPACITY BUILDING AND PROFESSIONALIZATION

Professionalizing the public procurement workforce in Lebanon remains a national challenge to help mitigate a permanent risk of resistance to change. Setting up the framework for professionalization of the public procurement function (including competency frameworks, standard job descriptions and qualification requirements for public procurement officials at different levels and across procuring entities) and establishing a dedicated unit for public procurement within procuring entities, as per Art.73 of PPL 244, remain two key foundational actions to ensure professionalization of public procurement in Lebanon and safeguard reform gains.

At the level of the IOF, the main challenges are the following:

- Sustain the high-level commitment to professionalization across public sector and mobilize the adequate resources.
- Answer the increasing demand for specialized, advanced and certified training across the public sector.
- Invest in upgrading the skills of national trainers and experts needs to be sustained and maintained to continue providing high quality and state-of-the-art training.
- Invest in online self-paced learning is crucial, using adequate learning solutions and tools.
- Continue providing coaching services to procuring entities is fundamental to complementing training and satisfying demand of procuring entities, especially at the local level.